



*Community Work Crews, like the one shown above, saved taxpayers \$2,454,460 during 1998, working a total of 476,595 hours. Offender Work crews may be assigned tasks for governmental agencies and non-profit organizations.*



# ARKANSAS

## DEPARTMENT OF COMMUNITY PUNISHMENT

### 1998-99 ANNUAL REPORT

# EQUAL OPPORTUNITY EMPLOYER STATEMENT

*IN KEEPING WITH THE MISSION OF THE ARKANSAS DEPARTMENT OF COMMUNITY PUNISHMENT, THE AGENCY DESIRES TO EMPLOY INDIVIDUALS WHO ARE DEPENDABLE AND SINCERELY INTERESTED IN SERVING THE MISSION OF THE AGENCY. THE DCP SEEKS EMPLOYEES WHO CAN ACHIEVE ITS MISSION IN A PROFESSIONAL MANNER.*

THE DCP IS AN EQUAL OPPORTUNITY EMPLOYER, PROVIDING EQUAL EMPLOYMENT OPPORTUNITIES WITHOUT REGARD TO RACE, COLOR, SEX, RELIGION, NATIONAL ORIGIN, AGE, DISABILITY OR VETERAN STATUS. THIS POLICY AND PRACTICE RELATES TO ALL PHASES OF EMPLOYMENT INCLUDING, BUT NOT LIMITED TO: RECRUITING, HIRING, PLACEMENT, PROMOTION, TRANSFER, LAYOFF, RECALL, TERMINATION, RATES OF PAY OR OTHER FORMS OF COMPENSATION, TRAINING, USE OF ALL FACILITIES AND PARTICIPATION IN ALL AGENCY-SPONSORED EMPLOYEE ACTIVITIES AND PROGRAMS. ALL MEMBERS OF THE DCP MANAGEMENT STAFF ARE FAMILIAR WITH THIS STATEMENT OF POLICY, THE PHILOSOPHY BEHIND IT AND THEIR RESPONSIBILITY TO APPLY THESE PRINCIPLES IN GOOD FAITH FOR MEANINGFUL PROGRESS IN THE UTILIZATION OF MINORITIES AND WOMEN.

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The logo for the Department of Corrections and Probation (dcp) is displayed in a large, stylized, lowercase script font. The letters are grey and have a fluid, cursive appearance.



*Sharon Priest, Secretary of State, and Doyle Herndon, Central Arkansas Community Punishment Center (CACPC) Supervisor, are shown with the CACPC Choir after a "Mothers in Prison, Children in Crisis" rally. The Choir performed two selections.*

## MISSION

"To promote public safety and a crime-free life-style by providing community-based sanctions and enforcing state laws and court mandates."

*dcp*



## LETTER FROM THE DIRECTOR:

Dear Governor Huckabee:

The Department of Community Punishment (DCP) respectfully submits its Annual Report for 1998. The purpose of this report is to capture specifics of progress made during the year.

After Arkansas Legislators passed laws in 1993 creating the DCP, significant progress was made toward building a system to support the development of viable alternatives to incarceration in an effort to impact the revolving door of crime.

The tremendous progress made thus far has been documented through a chronology of accomplishments. Establishing probation and parole districts, establishing community punishment centers, hiring staff, drafting policies and procedures, developing a comprehensive 3-5 year plan for the agency and completing the Northeast Arkansas Community Punishment Center in Osceola are among those accomplishments.

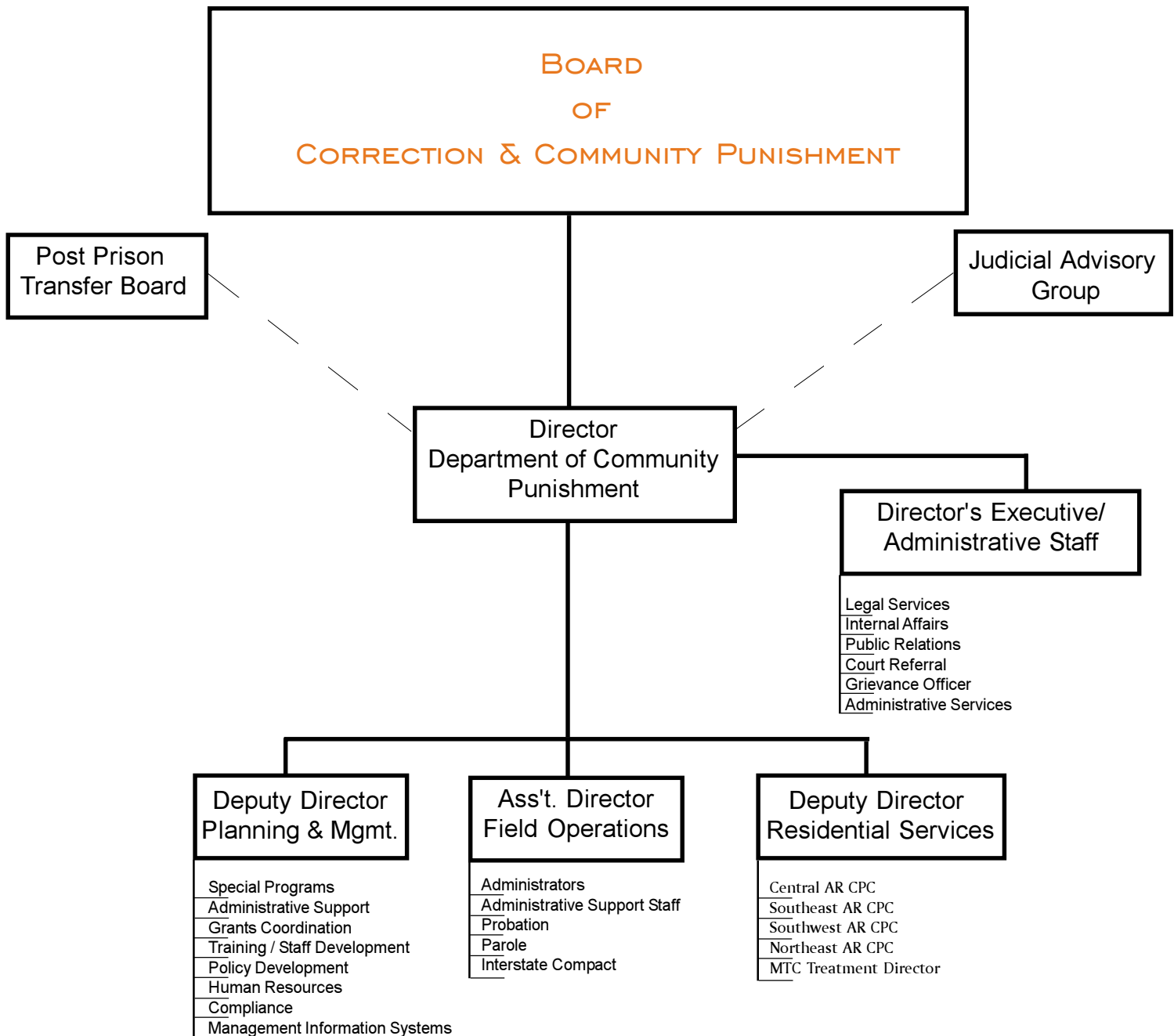
We continually strive to foster new partnerships with organizations and agencies to provide service and/or enhance service delivery. We look forward to continuing and increasing community relations to facilitate the mission of our agency. We believe our efforts have and will continue to have a positive effect on the quality of life the citizens of this great state experience.

Sincerely,

*Paula G. Pumphrey*

*dcp*

# DEPARTMENT OF COMMUNITY PUNISHMENT





# BOARD OF CORRECTION & COMMUNITY PUNISHMENT VISION

- The paramount aim is to produce crime-free, productive citizens, ending the revolving door of crime.
- Our relationships with offenders, victims, families, staff and service groups and agencies are marked by dignity and respect.
- A continuum of sentencing options is established with appropriate placement and movement of offenders.
- The roles of State adult correctional agencies are clear and relationships collaborative so offenders are served with continuity.
- Every offender is given an opportunity to improve him/herself in an environment safe for both staff and offender.
- Our decisions are driven by data and knowledge of what works.

## BCCP MISSION:

*"Fulfill the mandates of the court through the use of confinement, treatment and supervision in a safe and humane manner, while providing offenders the opportunity for positive change, thus contributing to public safety."*

## BOARD OF CORRECTION & COMMUNITY PUNISHMENT

HON. RANDALL WILLIAMS, CHAIRMAN

JANIS WALMSLEY, VICE CHAIRMAN

DREW BAKER

LEROY BROWNLEE

PASTOR SILAS JOHNSON, SECRETARY

DR. MARY PARKER

BENNY MAGNESS





*A community work crew cleans the Arkansas River bank area behind the River Market, Markham Street, Little Rock. City of Little Rock Mayor, Jim Dailey (above center), and Little Rock Police Department's Dennis Ball (shown at left) worked with Arkansas Department of Community Punishment's Deputy Director for Residential Services, Rick Hart (above right), on the clean-up.*

## 1998 HIGHLIGHTS

In 1993, the Arkansas Legislature passed the Community Punishment Act (548). The legislature acknowledged the rapidly increasing number of individuals being admitted to traditional incarceration (prison and jails) within the state and, in this legislation, specified the conditions under which alternate sentencing can be utilized.

One of the ultimate goals of the act was to balance the need for "punishment," while assisting the offender in becoming a law-abiding member of society.

### **A list of 1998 highlights:**

- Collected \$4,012,180 in supervision fees which offset the cost of operations.
- Collected \$736,899 in restitution, with 3,728 checks disbursed to victims.
- Developed policy and procedural documents and employee handbook.
- Implemented a staff drug-testing program.



## 1998 HIGHLIGHTS

### CONTINUED

- Offenders supervised by the DCP performed 476,595 hours of community service for local cities, towns and the state, with a savings to taxpayers of \$2,454,460.
- Initiative to consolidate probation and parole caseloads was accomplished.
- Implemented the Moral Reconciliation Therapy model for Field Services as a behavior modification program for offenders.
- Employees participated in 33,789 hours of training in 1998, averaging 56 hours per employee.
- Construction of the Northeast Arkansas Community Punishment Center in Osceola is seventy-five percent complete, with opening scheduled for late summer, 1999.
- The Management Information System staff established a DCP-wide area network which allows electronic mail, Web and ACIC access and a new PC-based offender tracking system also was developed.
- Began cost saving initiative to use digital camera technology for Probation / Parole Identification photos and for the Public Relations office.
- Developed and distributed a coordinated series of public education brochures on DCP operations.
- Developed substance abuse and mental health treatment services for offenders under community supervision.
- DCP outreach at Job Fairs was increased as Human Resource, Public Relations, Residential and Field Service staff set up at Job Fair events statewide.
- Received \$58,000 in federal funds for specialized training and \$270,112 in state funds to do renovate a historic site -- the Sorrels Cottage at the Southeast Arkansas Community Punishment Center, Pine Bluff.

"COMMUNITY SERVICE WORK  
PROJECTS PROVIDE  
OFFENDERS  
A WAY TO REPAY  
THE COMMUNITY  
FOR THEIR OFFENSES."

PAULA PUMPHREY  
DIRECTOR, DCP

dcp

## FIELD SERVICES DIVISION

### (PROBATION & PAROLE)

The primary functions of field services are community supervision, caseload management, enforcement of supervision conditions and local resource development. In keeping with the overall mission of the agency, as well as the Field Services Division, probation / parole officers gather information, assess offender risks and needs and address them appropriately through counseling, referral and the violation process.

Offenders are placed under DCP community supervision by the court or the Post Prison Transfer Board (PPTB). On December 31, 1998, an estimated 39,954 offenders were being supervised in the community (33,583 probationers and 6,371 parolees). Of that total, 59% were white, 39% were black and 2% were Asian, Native American or Hispanic.

During 1998, the average caseload per Parole / Probation Officer was 154. Since the creation of the DCP, the probation and parole caseloads have increased approximately 6-9% each year. The September 1998 caseload was a 9% increase over the September 1997 caseload.

Cost per day for FY '98 for statewide probation / parole was \$.94.


There were 19,083 offenders (72% probation and 28% parole) placed under DCP community supervision with 6,095 terminations.

An estimated (average) length of time an offender spends under community supervision is 36 months on probation and 18 months on parole.

An estimated 10% (3,942) were returned to custody (prison) in 1998 for technical violations (65%) and new crimes (35%).

The monthly supervision fee for probation is \$10 - \$100 as assessed by the courts and \$20 for parole.

Training: After being hired, all Probation / Parole

**GOAL**  "To PROVIDE  
COMMUNITY SUPERVISION THAT  
PROMOTES PUBLIC SAFETY,  
PROVIDES RESTITUTION TO VICTIMS,  
AND REHABILITATES THE OFFENDER  
INTO A PRODUCTIVE MEMBER OF THE  
COMMUNITY."

**BOB BRAZZEL,**  
ASS'T DIRECTOR, FIELD SERVICES

*dcp*

## FIELD SERVICES

### *CONTINUED*

officers must complete a three-week, 106-hour basic officer training course, working toward Specialized Law Enforcement Officer Certification. The training program consists of academics in all areas of community supervision, legal issues, defensive tactics, use of force, policy issues, weapons training and others. It is a very intense and comprehensive program. The program content is approved by the Executive Commission on Law Enforcement Standards and Training. All instructors are certified law enforcement instructors.

#### SUBSTANCE ABUSE & MENTAL HEALTH TREATMENT SERVICES

Historically, the largest amount of resources and efforts (above basic supervision responsibilities) are spent assessing and providing treatment services to offenders with substance and mental health problems. Services can range from screening to inpatient intensive treatment.

#### PROBATION AND PAROLE

Offenders are assessed and referred to contracted community-based service providers for a continuum of treatment and mental health services. Services include outpatient mental health treatment, partial day, transitional living intensive outpatient, basic outpatient and residential substance abuse treatment services for male and female offenders. Each DCP field office uses trained personnel for general in-office counseling, assessment screening and group counseling. The treatment contract is administered by the Bureau of Alcohol and Drug Abuse Prevention, Health Department and totals \$1.3 million this fiscal year. Expenditures for the fiscal year (7/1/98 - 6/30/99) were as follows: \$73,050 for screening / assessment services, \$793,566 for substance abuse treatment, \$63,946 for mental health services and \$18,611 for administrative fees, a total of \$949,173. An additional \$212,323.00 was spent on offender drug testing.



*Larry Epperson, a probation officer in the Little Rock Office, reviews one of the many case files he worked during 1998.*

*dcp*

## FIELD SERVICES

### CONTINUED

#### INTERSTATE COMPACT

Interstate Compact is a very large and important aspect of Arkansas community supervision. The compact was enacted by the U.S. Congress in 1937, allowing the states to enter into agreements with each other for the transfer and supervision of parolees and probationers who travel from state to state. The Arkansas Legislature passed legislation in the late 1930's approving Arkansas' participation in the Compact. At this time, all fifty states as well as Washington, D.C., the Virgin Islands and Puerto Rico are members. The Compact caseload is as follows:

#### PROBATION -

- 1180 in-state being supervised for other states;
- 1700 out-of-state being supervised for Arkansas.

#### PAROLE -

- 300 in-state being supervised for other states; and,
- 600 out-of-state being supervised for Arkansas.

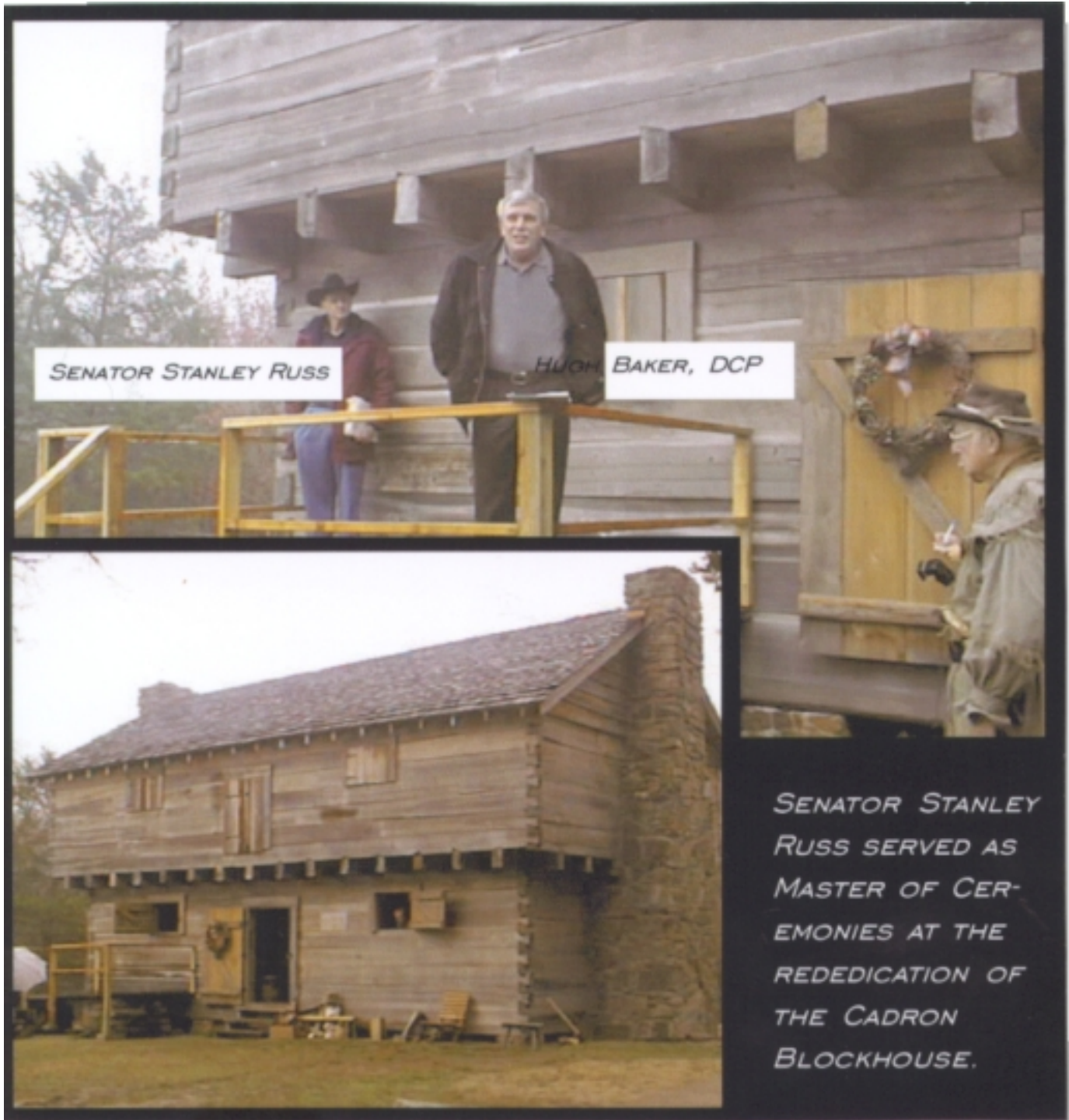


*Parole Officers Kelli Brock and Darrin Fett use a computer to track information on their caseloads.*

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Twenty probationers did community  
service over a  
5-year period rebuilding  
the historic  
Cadron Blockhouse / Faulkner County, AR

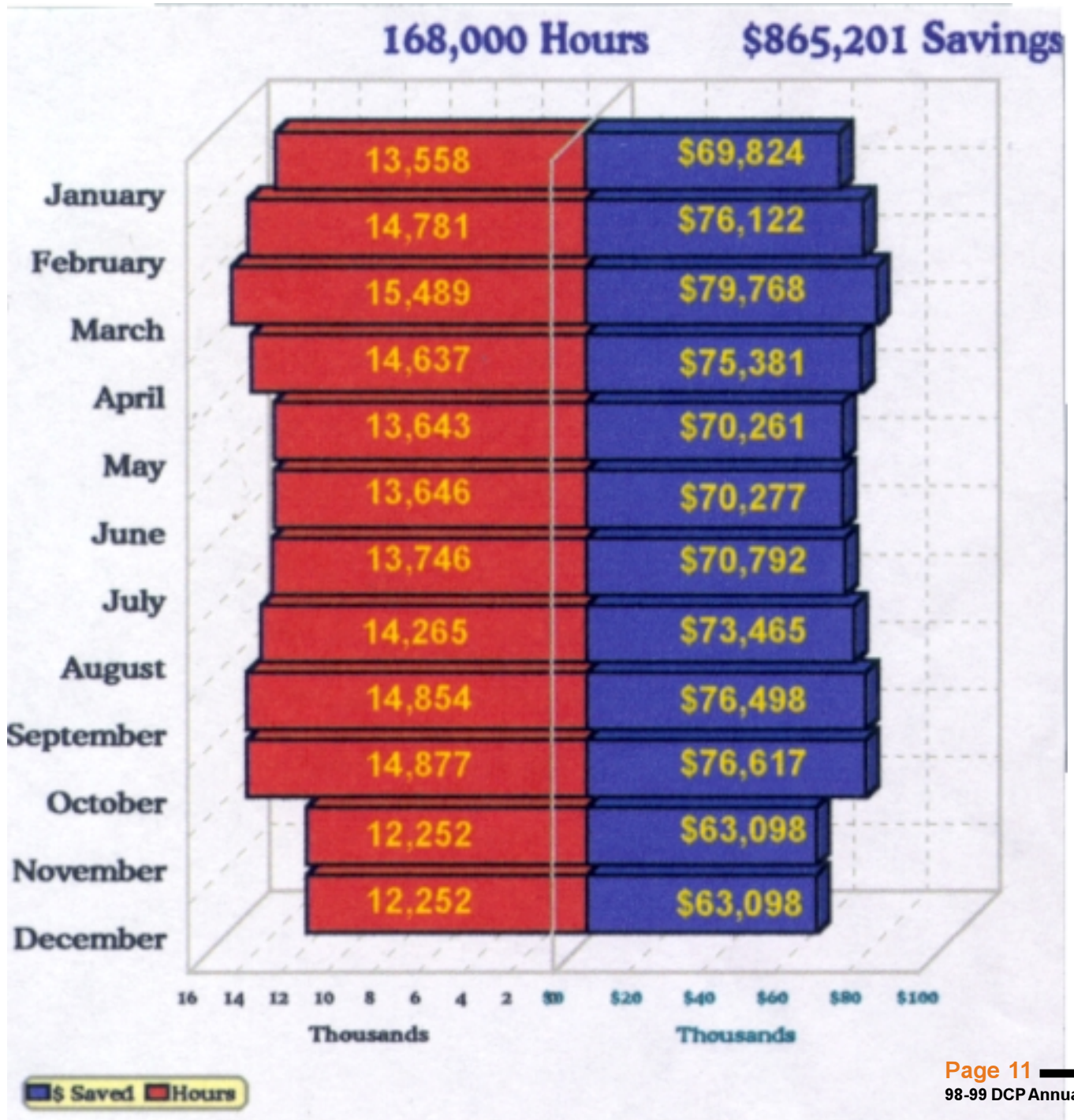




## FIELD SERVICES DIVISION

One hundred sixty eight thousand (168,000) of the 476,595 hours worked in community service during 1998, were worked by probationers and parolees. Calculated at minimum wage, \$5.15 per hour, the savings to taxpayers totaled \$865,201. Work was performed on projects for cities, counties and the State.

### 1998 COMMUNITY SERVICE WORK BY PROBATIONERS / PAROLEES



# PROBATION / PAROLE SERVICES HOLD "OLD-FASHIONED OPEN HOUSES" FOR CITIZENS, OFFICIALS



GOVERNOR HUCKABEE DECLARED "COMMUNITY CORRECTIONS" MONTH

**(FAYETTEVILLE, AR, Nov. 1998)** A photojournalist from Channel 40 / 29 TV recorded & aired footage of the Area 2 Probation / Parole Open House with Larry McCawley (center), Supervisor of the Area 2 office in Fayetteville and Circuit Judge William Storey (shown at right). Glen Riggins, Court Services Officer for the Washington County Circuit Court, 4th Judicial District, is on the left. Similar events were held in offices across the state during September and October.

## RESIDENTIAL SERVICES DIVISION (COMMUNITY PUNISHMENT CENTERS)

The Residential Services Division is responsible for offenders confined in Community Punishment Centers (CPCs). During 1998, DCP operated three centers located in Little Rock, Texarkana and Pine Bluff. Osceola, the fourth center, is under construction and is scheduled to open in late 1999. The cost of the Osceola Community Complex, which includes a Probation / Parole Office and the Community Punishment Center was \$6,288,688.

DCP uses the umbrella of therapeutic community (TC) as a method of change, with substance abuse / recovery as an important component, but only one piece. DCP treatment focuses on a multi-level approach to reach desired re-socialization - a change in thinking and behavior where pro social choice and actions become automatic / reflexive. To achieve the re-socialization desired, the residents are taught new concepts, new values and rules of expected conduct. They are given structure, something many of them have never had. They are immersed in an environment of peers following, teaching and modeling the new values and morals. The rules are clear and have to be learned in orientation. There are positive and negative consequences for the residents' behavior.

The average daily residential population for the community punishment center was 679 during 1998.


On December 31, 1998, there were approximately 710 residents (531 male and 179 female). Of that total, an estimated 75% were white, 24% were black and 1% were Native American and Hispanic.

There were 1,429 admissions to CPCs during 1998, with 75% being male and 25% being female; an estimated 1,337 were released.

The average age was 28 for both male and female residents and the average length of sentence was 13 months, with an average of 6-9 months being served.

The average per day cost for a resident confined in a CPC during 1998 was \$46.70, with a per person cost of \$2.53 for food service and \$4.70 for health service.

The environment of a CPC serves as a deterrent to crime through community service work, confinement and individualized self-improvement activities. The offenders

**GOAL**  **TO RETURN**  
RESIDENTS TO THE COMMUNITY  
AND THE WORKPLACE AS  
PRODUCTIVE, ACCOUNTABLE AND  
EMPLOYABLE INDIVIDUALS, BY  
PROVIDING TOOLS TO HELP  
OFFENDERS DEVELOP  
ALTERNATIVE LIFE-STYLES TO  
CRIME THROUGH TRAINING IN LIFE  
SKILLS, CHEMICAL-FREE LIVING,  
VOCATIONAL AND OTHER JOB  
SKILLS TRAINING.

RICK HART, DEPUTY DIRECTOR  
RESIDENTIAL SERVICES

*dcp*



## RESIDENTIAL SERVICES

### *CONTINUED*

are confined in less restrictive environments than traditional prisons. The term of confinement varies with the maximum time served being two years. The average length of time served was 6 - 9 months.

Referrals to the CPCs are made on a statewide basis from sentencing courts as judicial transfers or a period of confinement as a condition of probation and from the post prison transfers for parole violations.

Offenders are allowed to leave center grounds only for community service work or other approved destinations.

Generally, residents participate in substance abuse and education programs provided by the center staff, and limited mental health services through a medical contract. Additionally, DCP operates a special needs unit through grant funds provided by the Coordinating Council for Drug and Alcohol Abuse Prevention. This special unit is a 50-bed unit which targets offenders with both substance abuse and mental health problems. The program is in its first year of operation, and second year funding has already been approved by the funding source. Currently, there are 123 residents with mental health and substance abuse issues.

CPC personnel received extensive training in the operation of a Modified Therapeutic Community, which is an intensive behavioral modification program. The approach to behavioral modification is holistic, including education, employability, social and life skills and after-care programs to affect individual change and break the cycle of crime.

During the year, the DCP conducted a recidivism study of 322 residents released from community punishment centers between March 25, 1995 and March 25, 1996. Residents were tracked for 3 years.

Recidivism was defined as returning to incarceration as a result of conviction for new felony crimes or technical violations. Results indicate a 15% recidivism rate at the end of the first year of release; 15% recidivism rate at the end of the 2nd year and 8% recidivism rate at the end of the 3rd year of release. The composite recidivism rate for the three-year period was 38%. Of the 322 studied, only 9% (29) were convicted of new crimes in year 1, 4% (13) in year 2 and 6% (19) in year 3.



*A Community Work Crew completes a job at the Southeast Arkansas Community Punishment Center, Pine Bluff, Arkansas.*

*dcp*

## RESIDENTIAL SERVICES DIVISION

Community work crews saved taxpayers \$1,589,259 by working 308,595 hours on service projects for cities, counties and the State.

### 1998 COMMUNITY SERVICE WORK BY COMMUNITY PUNISHMENT CENTER CREWS





## PLANNING & MANAGEMENT SERVICES DIVISION

### TRAINING

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The Central Training Section conducted an annual training needs assessment and compiled a report of training activities during the 1998 calendar year, as part of the goal to meet ACA training standards. The needs assessment was conducted through ongoing dialogue with supervisors and Management Team members which provided the primary input for priorities and scheduling, staff observations of instructors and review of class content, completeness, training environment and participant evaluations and surveys.

Overall, DCP employees participated in 33,789 hours of training, averaging 56 hours per employee. The average hours and the proportion of employees who met their training goals varied widely. Some variations are the result of the number and proportion of new hires.

Residential Services Basic Training & Therapeutic Community training was conducted three times in FY '99 and attended by 76 DCP employees. Parole / Probation Officer Basic Academy was conducted two times and attended by 38 employees.

Moral Reconciliation Therapy (MRT) training was attended by 171 employees in FY 99. Four DCP employees have been certified as MRT instructors. Nine DCP employees were certified as ROPES Adventure Challenge Team Building instructors.

In-service training is a significant contributor to employee skills development. The amount of in-service training offered varied widely from division to division. Some of the courses offered included: MRT; Gender Specific Training; Service Referral Training; Use of Force; First Aid and CPR; Officer Safety; Weapons; Drug Testing; Electronic Monitoring; Defensive tactics; Interpersonal Communication; Stress Management; Basic Training and others.

**GOAL**  "TO PROVIDE PROFESSIONAL AND EFFICIENT SUPPORT TO DCP MANAGEMENT BY DEVELOPING/ IMPROVING TRAINING, SPECIAL PROGRAMS, INFORMATION SYSTEMS & TECHNOLOGY, AND RESOURCES; FACILITATING POLICY DEVELOPMENT CONSISTENT WITH THE AGENCY MISSION; CONDUCTING RESEARCH, ASSESSMENT/EVALUATION; AND PROVIDING COMPREHENSIVE HUMAN RESOURCE SERVICES."

VETER HOWARD, DEPUTY DIRECTOR  
PLANNING & MANAGEMENT SERVICES

*dcp*

## PLANNING & MANAGEMENT SERVICES

### CONTINUED

#### COMPLIANCE

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The Compliance Section is responsible for conducting internal audits established to ensure compliance with policies, procedures, plans, laws and regulations which could have a significant impact on agency operations and determining whether systems are adequate, effective and comply with the appropriate requirements.

Compliance was not fully staffed in 1998, therefore, the scope of projects was limited. Activity included the following:

- Established and maintained a time & leave accounting audit system.
- Provided technical assistance in substance abuse and basic officer training.
- Coordinated research and development of a plan for ACA accreditation. Evaluated policy / procedural documents to determine the degree of compliance with the standards.
- Reviewed a sampling of agency financial records for supervision fee collections.
- Conducted special projects for conflict resolution.

#### POLICY DEVELOPMENT

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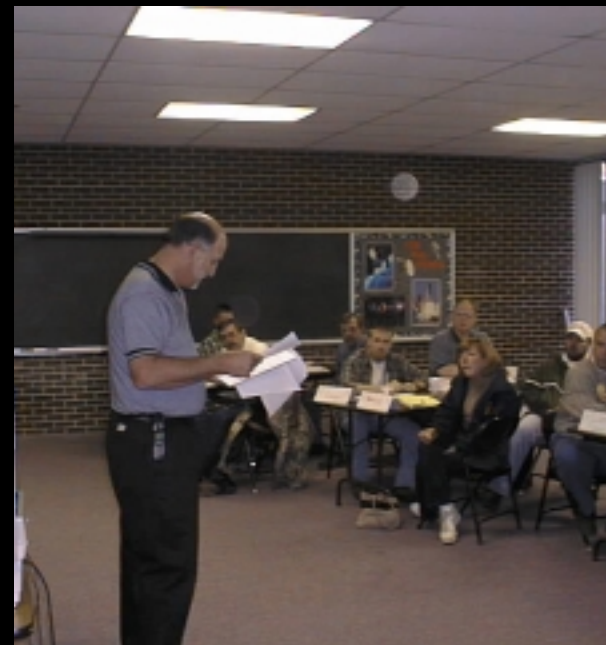
Policy documents and related projects which were completed or initiated during the year:

Administrative Regulations (Board policy) Published:

- Personal Cleanliness and Grooming for Offenders
- Procurement and Disposition Activities
- Resident Conduct

Administrative Directives (procedures) Published:

- Smoking Policy
- Uniformed Personnel
- AD 98-02 Procurement and Disposition Activities



*Tom Copeland conducts a training session, one of the many that DCP offers to employees.*

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## PLANNING & MANAGEMENT SERVICES

CONTINUED

### POLICY DEVELOPMENT CONTINUED

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- AD 98-03 Visitation with Residents
- AD 98-04 Personal Cleanliness and Grooming for Residents
- AD 98-05 Performance Evaluation
- AD 98-06 Personal Cleanliness & Grooming for Residents
- AD 98-07 Resident Conduct (effective 5/22/98)
- AD 98-08 Offender Substance Abuse Testing, Sanctioning & Treatment Interventions
- AD 98-10 Recruiting & Hiring Employees

### Administrative Memoranda Published:

- AM 98-01 Uniformed Personnel
- AM 98-02 Emergency Mental Health Services
- AM 98-03 Pepper Foam
- AM 98-04 Resident Conduct
- AM 98-01 Dress & Personal Appearance

Published the Disciplinary Hearing Guide for Residential Services.

Published a Residential Services Administrative Manual for the Modified Therapeutic community.

Prepared lesson plans and presented instruction on a variety of subjects to various segments of the agency.

### GRANTS

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Obtained \$58,208 from the U.S. Department of Justice, Arkansas Alcohol and Drug Abuse Coordinating Council:

Provided training to DCP personnel and community-based substance abuse providers for MRT, a behavioral modification program.

Obtained \$270,112 from the Arkansas Natural and Cultural Resources Council:

Two-year grant to renovate the Sorrels Cottage located on the grounds of the SEACPC facility in Pine Bluff.



*Mike McCulley works on a server, one of the key components of the DCP's computer system.*

*dcp*

## PLANNING & MANAGEMENT SERVICES

*CONTINUED*

### HUMAN RESOURCES

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Human Resources is responsible for the overall development, implementation and assessment of the agency Human Resource Management function. The DCP is an equal opportunity employer, employing approximately 585 people statewide.

Members of the Human Resource staff attended several Job Fairs this year and as a result of this and other recruiting efforts, processed approximately 2,040 applications. Eighty employees were hired and Human Resources assisted in the orientation and training of the new hires.

To assist in the selection and retention issues of Human Resources management, the DCP began using a 50-minute, timed Preview Assessment of qualified applicants. This preview measures the total person, general abilities, interest and personality which assist the decision-making process in selecting the best person for the job, promoting the right person, coaching existing employees for better performance and succession planning.



*Erica Williams provides orientation to new DCP employees.*

*dcp*

## ADMINISTRATIVE SERVICES

Administrative Services is responsible for the fiscal management of the agency, which includes budgeting, accounts receivable and payable, purchasing and inventory control, expenditure tracking and vehicle maintenance and reporting. Other duties include assisting with CPC construction and maintenance projects and fiscal-related training in Field and Residential Services (i.e. Economic Sanctions Officers, CPC Business Managers and Accounting Technicians, etc.)

The DCP operating budget was \$37,032,279 with expenditures totaling \$33,268,725 in community punishment operations, programs, Federal and cash funds. Of this amount, the DCP collected \$4,012,180 in special revenues from probation and parole supervision fees. The range is authorized or set by the Board of Correction and Community Punishment. The courts set monthly probation supervision fees within a range of \$10 to \$100 and the Post Prison Transfer Board assesses a parole supervision fee of \$20 per month. Restitution of \$736,899 also was collected. Fee collections in 1999 generated income to supplement specialized programs to benefit offenders and for salaries of specialized staff.

The Resident Services Cash Fund provided \$541,690 in profits from the CPC's coinless telephone system. These funds provide assistance to residents in the form of incentive and specialized programs and services, equipment and contribute to staff training and operations improvements which benefit residents.



*dcp*



## PUBLIC RELATIONS

The Public Relations Officer is responsible for the following:

- Public affairs program planning and Administration;
- Public Education for the agency;
- Emergency response information and
- Multi-purpose public affairs training.

To meet these goals, the public relations office:

- Used exclusive in-house design & development of coordinated series of black & white and color publications on the agency, each community punishment center and Field Services;
- Coordinated 4th annual "COMMUNITY CORRECTION" month outreach. Highly successful events were held in probation / parole offices throughout the state;
- Developed and presented in-house instruction on successful community & media relations;
- Provided accurate & timely information to the media and the public after incidents;
- Actively worked with agency partners on media plans associated with special events;
- Joined Human Resource and other agency staff in participation at Job Fairs;
- Provided detailed report on emergency information responsibilities and needs to Task force in charge of Emergency Planning and
- Updated agency display.



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DEPARTMENT OF COMMUNITY PUNISHMENT

## 1998-99 ANNUAL REPORT

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